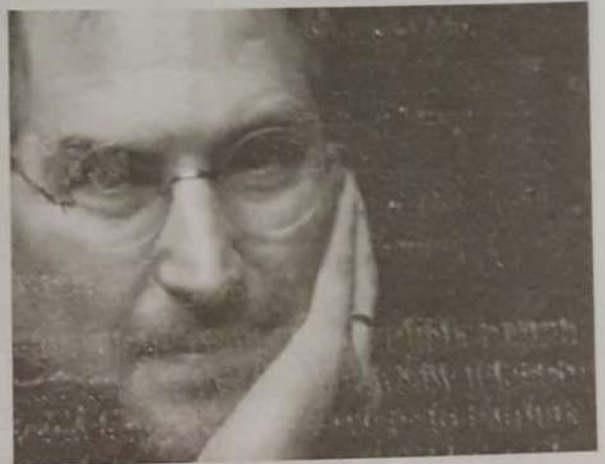


BIO-SKETCH

STEVE JOBS: MESMERISED WORLD WITH TECHNOLOGICAL INNOVATIONS

World lost one of its best known innovators and possibly the greatest visionary of recent times, **Steve Jobs** on October 5, 2011 when he was just 56 years old. He was born on February 24, 1955 at San Francisco, California. He co-founded Apple Inc, which is best known for its life changing products like Apple II, iPhone, iPad, iPod and many more.

In 1977, along with Steve Wozniak, he worked on a breakthrough computer—the Apple II, which became the world's first widely used PC. Just at the right time, they convinced Mike Markkula, a former Intel executive to invest \$250,000 in their business and soon history followed them. Apple II revolutionized computer world with state-of-art colour graphics and software supports, like VisiCalc, which was the first spreadsheet program in computational arena. Company growth led to Jobs fortune, which was over \$200 million in December 1980, when he was just 25 years old. Around that time, IBM was very aggressive in the



same area and competition was meant for survival. Steve Job focus was more on a new project Lisa, where he was betting on Graphical User Interface (GUI) to replace the 'command-line interface'—an idea, which was earlier developed at Xerox PARC. Despite market failure for Lisa, it is still known for its on-screen icons, which got activated at the click of a mouse. Jobs had to quit Apple in 1985, after which he started Next Inc. in 1986. He acquired an animation company Pixar from 'Star Wars' for \$10 million. As destiny had still many things in store for Steve, Next was acquired by Apple in 1986. This event later helped Steve to become CEO of Apple by 2000. In the mean time, 1998 saw Apple launching its all-in-one iMac computer.

Year 2001 brought many innovative technological trends for Apple when it launched a new path-breaking Unix-based OS X. In quick successions, Apple released iPod, computers with OS X, and iTunes software. By 2005, its Nano iPod was a hit at the market with excellent MP3 and video playing features. This product had elegant design features that were interfaced with excellent user interface, a click wheel, and ability to seamlessly sync with iTunes.

By 2007, Steve launched iPhone, which hold the credit of first Smartphone without a keyboard. On this product, Ralph De La Vega, President and CEO of AT&T Mobility said in an interview, "I was blown away by what Steve had put into that device. He'd found a way to squeeze the Mac OS X operating system into handheld device. That's when the light bulb went off me—this device was going to change the industry forever." In 2010, market was abuzz with Apple's yet another innovative product iPad, a modern touch-screen tablet computer. At the fag end of his falling health, Steve Job brought the iCloud and iOS 5 in June 2011. Andy Grove, former Chairman and CEO of Intel, who knew Steve since his young days comments, "As Jobs 2 (referring his time after he returned back to Apple in 1997), he became

Case 1

Apollo Tyres is a leading tyre manufacturer in India. The company has four manufacturing units in India, two in South Africa and two in Zimbabwe. It has a network of around 4,500 dealerships in India, of which over 3,000 are exclusive outlets, and nearly 230 multi brand Dunlop Accredited Dealers in South Africa and Zimbabwe.

'Unstoppable IT' is part of Apollo Tyres's overall IT strategy derived out of its philosophy of having services available at all times. This concept is woven around 'Anywhere, Anytime, Any Device' whereby a complete set of IT systems, processes and capability are deployed for availability, confidentiality and integrity of information. As part of this strategy, Apollo aggregated and centralised data for anywhere and anytime access through its employee and dealer portals.

Achieving Anywhere, Anytime connectivity was not a difficult task; the real challenge lay in identifying and determining an appropriate device which could fit into the company's IT deployment strategy. The key requirements were application deployment capability and remote device manageability, and the company considered various mobile devices and PDAs in these respects. Apollo Tyre was also looking at devices which could continue to work and store data locally in the network; the company's IT department did a few pilot tests to check the proof of the concept of some of these devices.

The key applications identified for such a deployment were the common baseline applications aimed at enabling the sales force, including e-mail access. Upon scanning the market for device capabilities, it was felt that an enterprise wide BlackBerry deployment met the requirements of access to e-mail and applications

through a single device. When the evaluations were being carried out, BlackBerry scored in terms of e-mail. E-mail access on the move was critical for management level executions within the company. Having homed in on the device, Apollo Tyres started looking at the application deployment capability for the BlackBerry. SAP is the transaction backend for Apollo Tyres. E-mail enabled BlackBerry devices were deployed internally with BlackBerry Enterprise Server which had been a success with Apollo. The company is also looking at the next phase for application deployment using the Enterprise Server.

There was relief within the middle and senior management after the deployment of BlackBerry Enterprise Solution. This not only enabled the top management to stay in touch with the systems and people continuously, it also resolved the issue of management taking their laptops just to access their e-mail. The teams travelling abroad have benefited the most with this solution.

Questions:

1. One of the major problems for Apollo management was to keep the dealer network connected, how did they address this issue?
2. What was the enterprise IT strategy the company followed?
3. What is the role that Internet and Mobile technologies can play in building Apollo's IT strategy?
4. List the major benefits that the company has achieved.

Source: Dataquest, 28 Feb, 2007, Vol. XXV
No. 04

CASE STUDY

INNOVATION LEADS TO NANO

The dream project of Mr. Ratan Tata, the Chairman of Tata Motors India, is one of the most talked about small cars in recent years. At a base price of INR 1,25,000 (approx. \$2,500), this was launched on January 10, 2008. Bringing a car at this cost is not possible without tremendous efforts in cost reduction. It requires innovations at different levels, which is evident in 34 patents filed during the design of the Nano. It is important to note that the company was in losses till a few years back but revived soon under the leadership of Mr. Ratan Tata.

How is it possible to design and market a car, which was half of the price of next cheapest car in the market, Maruti 800? It is important to understand what were done to save material, manufacturing and other supply chain costs.

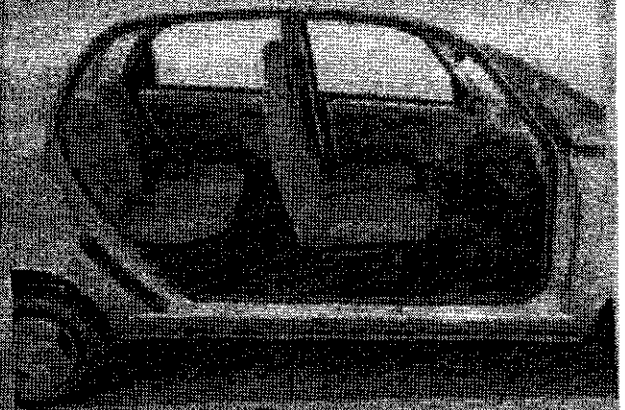
Design Innovation: High volume and symmetry in design can reduce cost. For example, Nano has same handle in left as well as right side, which makes the volume required double and variety as half. This is being economy of scale to the whole system. Another innovative concept is keeping the instrument cluster at the centre of dashboard. This standardizes the car irrespective of left-hand or right-hand drive variants. Other noticeable design innovations to reduce cost are single rotating shaft for twin cylinders, mono volume design, etc. Use of only one wiper for the front glass is also aimed at reducing cost with almost similar functionality.



Ratan Tata with his dream car Nano



Instrument cluster at the centre of dashboard



Use of seating space in Nano

